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MULTIMEDIA UNIVERSITY

FINAL EXAMINATION

TRIMESTER 2, 2018/2019

BTD3024 – TRAINING AND DEVELOPMENT
(All sections / Groups)

14 MARCH 2019
(9. 00 a.m. – 11. 00 a.m.)
(2 Hours)

INSTRUCTION TO STUDENT

1. This Question paper consists of **THREE (3)** pages with **FOUR (4)** Questions only.
2. Attempt **ALL** questions. The distribution of the marks for each question is given.
3. Please write all your answers in the Answer Booklet provided.

SECTION A: CASE STUDY (ANSWER ALL QUESTIONS 40 Marks)**Zeigler Automotive Group Drives Growth by Training its People**

In 2004, the Zeigler Automotive Group had four dealerships and a President, Aaron Zeigler, with a desire to expand. Along with aggressive hiring, Zeigler's plan would require a training programme to build skills and alignment with the company's values. A solid training programme is a lure for ambitious salespeople, because recruiters can show that it will help them develop their selling skills and perhaps move into management positions. Furthermore, the largest dealership networks have formal training programmes, and Zeigler wanted to compete for talent with them.

The company-built training that combines classroom instruction with videos. Today all the sales people and service advisers are expected to watch three training videos every day from an online library of more than 2,000, which are categorised by level of complexity. Each video runs five to seven minutes and features a presentation by Aaron Zeigler; the Director of talent development, or Mike Van Ryn, an external training specialist. After watching each video, the employees take a quiz to check their understanding. Van Ryn and Zeigler employ video instruction because the format is flexible, allowing employees to learn as their schedule permits. When they meet for classroom training, which happens every month or two, they drill down deeper into topics. Usually, this involves a guest speaker at headquarters, with the presentation shared in other locations via videoconferencing.

In addition to the daily training, new hires participate in an orientation programme. The main feature of this training is a six-hour class, which covers teamwork, customer service, and the company's history. Other training brings together selected teams of employees targeted for promotion to management positions. They meet every other month at headquarters in Kalamazoo, Michigan, to study financial statements and learn other management skills.

One measure of the success of the training is that employee turnover in 2014 was just 7%, far down from more than 25% ten years earlier. Also, sales per employee per month are higher than they had been before the company started using the high-frequency video approach to learning. Furthermore, the company is meeting its President's ambition to expand. It now has more than 20 dealerships in four states, with a workforce that includes hundreds of sales-people and service advisers.

Source: Adapted from Noe, R. A. (2018). *Human Resource Management: Gaining a Competitive Advantage*. 11th Ed Boston: McGraw-Hill/Irwin.

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Answer the following questions:

- a) Identify the business strategy followed by Zeigler Automotive Group and justify how the strategic value of jobs and their uniqueness influence the investment of training and learning resources at Zeigler.

(8 marks)

- b) Based on your understanding what outcomes should Zeigler collect to determine the effectiveness of the formal training programme?

(12 marks)

- c) Discuss in detail any **TWO (2)** traditional training methods offered by Zeigler to its employees.

(10 marks)

- d) Zeigler is seeking your advice in designing technology-based training programmes to its salesforce. Recommend any **TWO (2)** such methods.

(10 marks)

(Total: 40 marks)

SECTION B: Answer ALL Questions (60 marks)**QUESTION 1**

“Onboarding or socialisation refers to the process of helping new hires adjust to social and performance aspects to their new jobs.”

- (a) Explain the **FOUR (4)** steps in onboarding.

(10 marks)

- (b) List down any **FIVE (5)** characteristics of effective onboarding programmes.

(10 marks)

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QUESTION 2

At P&G, being a successful global leader requires an international background. A majority of P&G's 140,000 employees work outside the United States. P&G uses international assignments for employees to learn how business conducted in another country so that lessons learned there can be applied at home country or in another region. An important goal of employees who receive international assignments is to develop local talent to replace themselves. For example, a manager who is being prepared to take over a top finance position in Russia might go to Britain to gain experience working in amore structured and complex market. P&G might send junior U.S. managers to work with European managers who are responsible for products at Carrefour, expecting that they will transfer skills learned in these assignments to dealing with product placement such as Walmart and Costco.

- (a) As a Senior Learning and Development Specialist, what work environment characteristics do you believe have the highest influence on learning and transfer of training especially in the international context?

(10 marks)

- (b) If you were appointed as the International Human Resource Manager of P&G, how would you design a training programme to prepare employees for international assignments to help them succeed?

(10 marks)

QUESTION 3

Sky Tell, a telecommunications company in Kuala Lumpur allows employees to choose to work away from the office. This unique work style programme includes providing employees with technology that can help them meet their job responsibilities and allow them to work when and where they can be most effective.

Discuss in detail how these technological advances will influence training delivery and instruction at Sky Tell.

(20 marks)

(Total: 60 marks)

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